



Conversation checklist: 5 ways for leaders to care for people as the war in Ukraine continues

Principle #1: Always act with care and compassion

Questions to ask internally:

- How do your leaders balance competing demands on their time?
- How do your leaders show compassion and empathy to their people and still convey with confidence that the company will get through this situation?
- What programs are you putting in place to understand and respond to your people's needs?

Principle #2: Support people at all levels of the organization

Questions to ask internally:

- Do you understand your workforce constituency and segmentation?
- Do you understand the needs and pain points for each workforce segment?
- Is your leadership messaging transparent and aligned with what motivates your workforce?

Principle #3: Know your people and their needs

Questions to ask internally:

- What resources do you need to ensure that you can manage the day-to-day business needs during the crisis, but also plan for the weeks and months ahead?
- How can you flex and adapt HR processes and operations to accommodate the movement of your workforce and ensure people's safety?
- Are you communicating changes transparently to manage your workforce expectations and alert them to conditions that have changed?

Principle #4: Focus on a broader view of humanity

Questions to ask internally:

- What do you know about your people, community, region, etc.?
- How can you find out what you do not know about your impact locally and globally?
- What actions can you take to be as inclusive as possible?

Principle #5: Think differently about skilling opportunities

Questions to ask internally:

- Are you aware of your current skill gaps and can you anticipate the effect of the current conditions on your talent?
- Have you surveyed your people's concerns and immediate needs?
- What are three immediate steps you can implement to adapt your skilling plans to current circumstances and put people's needs first?



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